



Transformation Model	Turnaround Model	Early Learning Model	Whole School Reform Model
Transformation Model focuses on transforming the school through developing and increasing teacher and school leader effectiveness; implementing comprehensive instructional reform strategies; increasing learning time and creating community-oriented schools; and providing operational flexibility and sustained support.	Turnaround model focuses on a complete change of a school through leadership and staff changes and operational flexibility; measuring the effectiveness of staff; implementing comprehensive instructional reform strategies; adopting a new governance structure; establishing schedules and implementing strategies that provide increased learning time; and providing socialemotional and community-oriented services.	Early Leaning Model focuses on transforming the school through establishing or expanding a high-quality preschool; developing and increasing teacher and school leader effectiveness; implementing comprehensive instructional reform strategies; and providing high-quality, job-embedded professional development for staff.	Whole-School Reform Model requires implementation of an evidence-based improvement strategy in partnership with an external provider, as well as focusing on change through addressing school leadership; teaching and learning in at least one full academic content area (including professional learning for educators); student non-academic support; and family and community engagement.
Re	odel		
Developing and increasing teacher and school leader effectiveness -Replace Principal with one who has a past track record of student success and the ability to lead the transformation effort (IN Turnaround Principle 1) Required Replace Principal with one who has a past track record of student success and the ability to lead the turnaround effort IN Conditions Use the current principal selection (per IN's ESEA flexibility waiver Focus and Priority	Replace the principal and grant the principal sufficient operational flexibility (including staffing, calendars/time, and budgeting) to implement fully each element of the Turnaround Model (IN Turnaround Principle 1) Required Replace Principal with one who has a past track record of student success and the ability to lead the turnaround effort Redesign school leadership structure to provide appropriate operational flexibility (including in staffing, calendars/time, and budgeting) to implement fully each element of the	Developing and increasing teacher and school leader effectiveness - Replace Principal with one who has a past track record of student success and the ability to lead the transformation effort (IN Turnaround Principle 1) Required • Replace Principal with one who has a past track record of student success and the ability to lead the turnaround effort IN Conditions • Use the current principal selection (per IN's ESEA flexibility waiver Focus and Priority requirements) to determine if the current principal	Choose a reform model from USED approved models which meet What Works Clearinghouse evidence standards. Required Whole School Reform Options – choose 1 TBD by USED





Schools applying for 1003(g) to begin in the 2015-16 school year MUST choose from the interventions below for their chosen model.

Chosen interventions should be included in Part 6 of the Application.

requirements) to determine if the current principal has the ability to lead the transformation effort in the school **OR** Hire a new principal based on specific indicators of a transformative leader or has a past track record of improving student achievement and has demonstrated the ability to lead the turnaround effort

- A required year of preimplementation/planning in which principal effectiveness will be reviewed prior to full implementation in year 2 and every year of the SIG grant
- Beginning in year 3, evidence of the ability to lead the turnaround effort and the past track record of student success must be submitted to IDOE prior to the school year and receive a favorable response in order receive SIG funding
- Redesign the current leadership structure to create a buildingwide team (including: administrative staff and teacher leaders) to focus on:
 - building leadership capacity
 - developing teacher leadership across the building

turnaround model IN Conditions

- Use the current principal selection (per IN's ESEA flexibility waiver Focus and Priority requirements) to determine if the current principal has the ability to lead the transformation effort in the school OR Hire a new principal based on specific indicators of a transformative leader or has a past track record of improving student achievement and has demonstrated the ability to lead the turnaround effort
- A required year of preimplementation/planning in which principal effectiveness will be reviewed prior to full implementation in year 2 and every year of the SIG grant
- Beginning in year 3, evidence of the ability to lead the turnaround effort and the past track record of student success must be submitted to IDOE prior to the school year and receive a favorable response in order receive SIG funding
- Redesign the current leadership structure to create a building-wide team (including: administrative staff and teacher leaders) to focus on:
 - building leadership capacity
 - developing teacher leadership across the building

has the ability to lead the transformation effort in the school **OR** Hire a new principal based on the six key competencies for effective pre-k - 3 principals including: embracing the Pre-K-3 early learning continuum; ensuring developmentally-appropriate practices; providing personalized learning environments; using multiple measures of assessment to guide student learning growth; building professional capacity across the learning community; making the school a hub of Pre-K-3 learning for families and communities (http://www.eschoolnews.com/201 4/10/17/competencies-effectiveprincipals-623/2/)

- Provide the principal with a mentor from a high-performing Pre-K institution, IACCRR coach, or external or university partner with early learning programming
- Principal will attend a minimum of two early learning specific professional development activities per year. IDOE will provide recommended early learning opportunities





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- school improvement planning
- roles, responsibilities, and goals of all leadership members
- Provide the principal with a mentor from a high-performing school, or external or university partner

- school improvement planning
- roles, responsibilities, and goals of all leadership members
- Provide the principal with a mentor from a high-performing school, or external or university partner

Developing and increasing teacher and school leader effectiveness

- Implement rigorous, transparent, and equitable evaluation and support systems for teachers and principals, designed and developed with teacher and principal involvement that (1) will be used for continual improvement of instruction; (2) meaningfully differentiate performance using at least three performance levels; (3) use multiple valid measures in determining performance levels, including a significant factor on student growth data for all students, and other measures of professional practice, such as observations based on rigorous teacher performance standards, teacher portfolios, and student and parent surveys; (4) evaluate teachers and principals on a regular basis; (5) provide clear, timely, and useful feedback, including feedback that identifies needs and quides professional development; and

Use locally adopted competencies to measure the effectiveness of staff who can work within the turnaround environment to meet the needs of students, a. screen all existing staff and rehire no more than 50 percent, and b. select new staff c. Implement such strategies as financial incentives, increased opportunities for promotion and career growth, and more flexible working conditions that are

designed to recruit, place, and retain staff

of the students in the turnaround school

with the skills necessary to meet the needs

Required

- Use a teacher evaluation system which takes student growth into account as a significant factor
- Replace at least 51% of staff

(IN Turnaround Principle 5)

- Provide financial incentives or additional resources in classrooms via teacher grants or rewards for highperforming teachers
- Provide staff with opportunities for

Developing and increasing teacher and school leader effectiveness

- Implement rigorous, transparent, and equitable evaluation and support systems for teachers and principals, designed and developed with teacher and principal involvement that (1) will be used for continual improvement of instruction; (2) meaningfully differentiate performance using at least three performance levels; (3) use multiple valid measures in determining performance levels, including a significant factor on student growth data for all students, and other measures of professional practice, such as observations based on rigorous teacher performance standards, teacher portfolios, and student and parent surveys; (4) evaluate teachers and principals on a regular basis; (5) provide clear, timely, and useful feedback, including feedback that identifies needs and guides professional development; and (6) will be used to inform personnel decisions.

Choose a reform model developer who is an entity or individual that
maintains proprietary rights for the
strategy or, an entity or individual
that has demonstrated record of
success in implementing the strategy
in one or more low-achieving schools
or that, together with a partner LEA,
has a high-quality plan for
implementing the strategy in a
school.

Required

 All areas of External Provider Section in grant application must have detailed descriptions and show capacity to support implementation.





Schools applying for 1003(g) to begin in the 2015-16 school year MUST choose from the interventions below for their chosen model.

Chosen interventions should be included in Part 6 of the Application.

(6) will be used to inform personnel decisions.

- Identify and reward school leaders, teachers, and other staff who, in implementing this model, have increased student achievement and high school graduation rates and identify and remove those who, after ample opportunities have been provided for them to improve their professional practice, have not done so;

-Implement such strategies as financial incentives, increased opportunities for promotion and career growth, and more flexible work conditions that are designed to recruit, place, and retain staff with the skills necessary to meet the needs of the students in a transformation model

(IN Turnaround Principles 5)

Required

- Use a teacher evaluation system which takes student growth into account as a significant factor
- Provide financial incentives or additional resources in classrooms via teacher grants or rewards for high-performing teachers
- Provide staff with opportunities for leadership growth in the building

leadership growth in the building

- Provide collaboration time for staff **Options**
- Implement staff recommitment process to substantially different working conditions, including: definition of school hours, job assignment, and job duties
- Establish a comprehensive system to support struggling teachers with content and pedagogy, especially teachers of students from special populations
- Implement a comprehensive induction program for new teachers
- Implement a system of peer support and assistance to foster the needs of educators
- Creating hiring timelines and processes to effectively recruit highly qualified teachers able to effectively conduct turnaround work
- Ensure ineffective teachers are not assigned or reassigned to the school

- Identify and reward school leaders, teachers, and other staff who, in implementing this model, have increased student achievement and high school graduation rates and identify and remove those who, after ample opportunities have been provided for them to improve their professional practice, have not done so; -Implement such strategies as financial incentives, increased opportunities for promotion and career growth, and more flexible work conditions that are designed to recruit, place, and retain staff with the skills necessary to meet the needs of the students in a transformation model

(IN Turnaround Principles 5)

Required

- HQ staff licensed teachers with BA in early childhood education or related field with State-approved alternate pathway
- Use a teacher evaluation system which takes student growth into account as a significant factor

- Provide financial incentives or additional resources in classrooms via teacher grants or rewards for high-performing teachers
- Provide staff with opportunities for leadership growth in the building
- Provide collaboration time for staff





	Chosen interventions should be included in Part 6 of the Application.
 Provide additional compensation to attract and retain staff with skills necessary to meet the needs of students in a transformation model Provide collaboration time for staff Provide collaboration time for staff Implement staff recommitment process to substantially different working conditions, including: definition of school hours, job assignment, and job duties Establish a comprehensive system to support struggling teachers with content and pedagogy, especially teachers of students from special populations Implement a comprehensive induction program for new teachers Implement a system of peer support and assistance to foster the needs of educators Creating hiring timelines and processes to effectively recruit highly qualified teachers able to 	Implement staff recommitment process to substantially different working conditions, including: definition of school hours, job assignment, and job duties Implement a comprehensive induction program for new teachers Ensure ineffective teachers are not assigned or reassigned to the school
support and assistance to foster the needs of educators • Creating hiring timelines and	





Schools applying for 1003(g) to begin in the 2015-16 school year MUST choose from the interventions below for their chosen model.

Chosen interventions should be included in Part 6 of the Application.

Comprehensive instructional reform strategies

-Use data to identify and implement an instructional program that is research-based and vertically aligned from one grade to the next as well as aligned with State academic standards (IN Turnaround Principle 3) Options

- Implement 8-Step Process
- Conduct Formative Assessment Development and Training
- Hire and implement the use of instructional coaches
- Implement a comprehensive ramp-up program for students atrisk of failure or subgroups with the largest achievement gaps
- School leaders verify the curriculum being delivered is aligned to the IAS by frequent classroom walk-thrus and reflective feedback to teachers
- Conduct a curriculum audit
- Hire building-level interventionists
- Instructional coach lesson modeling
- Create an intervention plan for students who are behind academically
- Conduct periodic reviews to ensure that the instruction is implemented with fidelity to the

Provide staff ongoing, high-quality jobembedded professional development that is aligned with the school's comprehensive instructional program and designed with school staff to ensure that they are equipped to facilitate effective teaching and learning and have the capacity to successfully implement school reform strategies (IN Turnaround Principle 5)

Options

- On-going professional development targeting best practices determined by classroom walk-thru data, teacher observation data and student achievement data
- Teachers intentionally communicate learning objectives to students which are aligned to IAS
- Implement PD with an emphasis on instructional strategies to support special populations
- Hire building-level instructional specialists to support educators who serve special populations
- Restructure school leadership team to dramatically increase time available for instructional leadership
- Revise the school schedule for professional learning communities
- Provide staff with appropriate professional development to enable them to reflect, revise, and evaluate their classroom practices to improve learning outcomes in both a

Comprehensive instructional reform strategies

-Use data to identify and implement an instructional program that is research-based and vertically aligned from one grade to the next as well as aligned with State academic standards (IN Turnaround Principle 3)

Required

- Child-to-instructional staff ration of no more than 10 to 1
- Class sizes of no more than 20
- Full-day programming

IN Condition

 School leaders verify the curriculum being delivered is aligned to the IN Early Learning Foundations by frequent classroom walk-thrus, lesson plan reviews, and reflective feedback to teachers

Options

- Conduct Formative Assessment Development and Training
- Implement a comprehensive rampup program for students at-risk of failure or subgroups with the largest achievement gaps
- Create an intervention plan for students who are behind academically
- Conduct periodic reviews to ensure that the instruction is implemented with fidelity to the selected curriculum, is having the intended

Developing and increasing teacher and school leader effectiveness

 Replace Principal with one who has a past track record of student success and the ability to lead the transformation effort (IN Turnaround Principle 1)

Required

 Replace Principal with one who has a past track record of student success and the ability to lead the turnaround effort

IN Conditions

- Use the current principal selection (per IN's ESEA flexibility waiver Focus and Priority requirements) to determine if the current principal has the ability to lead the transformation effort in the school OR Hire a new principal based on specific indicators of a transformative leader or has a past track record of improving student achievement and has demonstrated the ability to lead the turnaround effort
- Redesign the current leadership structure to create a building-wide team (including: administrative staff and teacher leaders) to focus on:
 - building leadership capacity
 - developing teacher leadership across the building
 - school improvement planning
- roles, responsibilities, and goals of





	selected curriculum, is having the	collaborative and individual setting	impact on student achievement, and all	leadership members
	intended impact on student	Provide additional supports and	is modified if ineffective	·
	achievement, and is modified if	professional development to teachers	Use and integrate technology-based	
	ineffective	and principals in order to implement	supports and interventions as part of	
•	Using and integrating technology-	effective strategies to support	the instructional program	
	based supports and interventions	students with disabilities in the least		
	as part of the instructional	restrictive environment and to ensure		
	program	that English Learners acquire		
•	SECONDARY – increasing rigor by	language skills to master academic		
	offering opportunities for	content		
	students to enroll in advanced			
	coursework, early-college high			
	schools, dual enrollment			
	programs, or thematic learning			
	academies that prepare students			
	for college and careers, including			
	providing appropriate supports			
	designed to ensure that low-			
	achieving students can take			
	advantage of these programs and			
	coursework			
•	SECONDARY- Improving student			
	transition from middle school to			
	high school through summer			
	transition programs or freshman			
	academies			
•	SECONDARY- increasing			
	graduation rates through credit-			
	recovery programs, re-			
	engagement strategies, smaller			
	learning communities,			
	competency-based instruction			
	and performance-based			
	assessments, and acceleration of			





Chosen interventions should be included in Part 6 of the Application.					
basic reading and mathematics skills					
Comprehensive instructional reform strategies -Promote the continuous use of student data (such as formative, interim, and summative assessments) to inform and differentiate instruction in order to meet the academic needs of individual students (IN Turnaround Principle 2 and 6) IN Conditions • Report card accountability disaggregation presented and provided to IDOE at first monitoring visit • Regular utilization and analysis by all staff of data dashboard and/or early warning system at the local level for continuous improvement • Locally developed or IDOE provided • Academic and Behavior Data • Subgroups and subpopulations • Parental Involvement Focus	Use data to identify and implement an instructional program that is research-based and vertically aligned from one grade to the next as well as aligned with State academic standards (IN Turnaround Principle 3) Options Implement 8-Step Process Conduct Formative Assessment Development and Training Hire and implement the use of instructional coaches Implement a comprehensive ramp-up program for students at-risk of failure or subgroups with the largest achievement gaps School leaders verify the curriculum being delivered is aligned to the IAS by frequent classroom walk-thrus and reflective feedback to teachers Conduct a curriculum audit Hire building-level interventionists Instructional coach lesson modeling Create an intervention plan for students who are behind	Comprehensive instructional reform strategies -Promote the continuous use of student data (such as formative, interim, and summative assessments) to inform and differentiate instruction in order to meet the academic needs of individual students (IN Turnaround Principle 2 and 6) IN Condition • An age- and developmentally-appropriate curriculum and assessment system that is used to guide practice, improve programs, and inform kindergarten readiness • Provide staff with collaborative opportunities to analyze data and respond to learning needs of students (e.g., Professional Learning Communities) Options • Create a system-wide approach to tracking school data and individual student data • Analyze formative and summative	Comprehensive instructional reform strategies -Use data to identify and implement an instructional program that is research-based and vertically aligned from one grade to the next as well as aligned with State academic standards (IN Turnaround Principle 3) Required Address teaching and learning in at least one full academic content area (including professional learning for educators) Options Follow chosen reform strategy interventions aligned to data and content area Conduct Formative Assessment Development and Training Hire and implement the use of instructional coaches School leaders verify the curriculum being delivered is aligned to the IAS by frequent classroom walk-thrus and reflective feedback to teachers		
Options • Implement 8-Step Process	academicallyConduct periodic reviews to ensure	assessments to respond to student academic, behavioral, and social	Conduct a curriculum auditHire building-level interventionists		





•	Conduct Formative Assessment		that the instruction is implemented	needs	•	Instructional coach lesson modeling
•	Development and Training		with fidelity to the selected	necus		Create an intervention plan for
			curriculum, is having the intended		•	students who are behind
•	Provide staff with collaborative		impact on student achievement, and			
	opportunities to analyze data and		is modified if ineffective			academically
	respond to learning needs of					
	students (e.g., Professional		Using and integrating technology-			
	Learning Communities)		based supports and interventions as			
•	Create a system-wide approach		part of the instructional program			
	to tracking school data and		SECONDARY – increasing rigor by			
	individual student data		offering opportunities for students to			
•	Analyze formative and		enroll in advanced coursework, early-			
	summative assessments to		college high schools, dual enrollment			
	respond to student academic,		programs, or thematic learning			
	behavioral, and social needs		academies that prepare students for			
•	Implement a culturally-		college and careers, including			
	competent support system to		providing appropriate supports			
	improve safety, reduce		designed to ensure that low-achieving			
	suspensions, increase		students can take advantage of these			
	attendance, and support all		programs and coursework			
	students	•	SECONDARY- Improving student			
•	Utilize a behavior interventionist		transition from middle school to high			
•	Eliminate bullying or promote		school through summer transition			
	tolerance		programs or freshman academies			
•	Implement a schoolwide	•	SECONDARY- increasing graduation			
	"response-to-intervention"		rates through credit-recovery			
	model		programs, re-engagement strategies,			
•	SECONDARY- Establishing early-		smaller learning communities,			
	warning systems to identify		competency-based instruction and			
	students who may be at risk of		performance-based assessments, and			
	failing to achieve high standards		acceleration of basic reading and			
	or graduate		mathematics skills			
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Chosen interventions should be included in Part 6 of the Application.

Comprehensive instructional reform strategies

- Provide staff ongoing, high-quality job-embedded professional development that is aligned with the school's comprehensive instructional program and designed with school staff to ensure that they are equipped to facilitate effective teaching and learning and have the capacity to successfully implement school reform strategies (IN Turnaround Principle 5) Options

- On-going professional development targeting best practices determined by classroom walk-thru data, teacher observation data and student achievement data
- Teachers intentionally communicate learning objectives to students which are aligned to IAS
- Implement PD with an emphasis on instructional strategies to support special populations
- Hire building-level instructional specialists to support educators who serve special populations
- Restructure school leadership team to dramatically increase time available for instructional leadership
- Revise the school schedule for

Promote the continuous use of student data (such as formative, interim, and summative assessments) to inform and differentiate instruction in order to meet the academic needs of individual students (IN Turnaround Principle 6)

IN Conditions

- Report card accountability disaggregation presented and provided to IDOE at first monitoring visit
- Regular utilization and analysis by all staff of data dashboard and/or early warning system at the local level for continuous improvement
 - Locally developed or IDOE provided
 - Academic and Behavior Data
 - Subgroups and subpopulations
 - Parental Involvement Focus

Options

- Implement 8-Step Process
- Conduct Formative Assessment Development and Training
- Provide staff with collaborative opportunities to analyze data and respond to learning needs of students (e.g., Professional Learning Communities)
- Create a system-wide approach to tracking school data and individual student data
- Analyze formative and summative assessments to respond to student

Comprehensive instructional reform strategies

- Provide staff ongoing, high-quality jobembedded professional development that is aligned with the school's comprehensive instructional program and designed with school staff to ensure that they are equipped to facilitate effective teaching and learning and have the capacity to successfully implement school reform strategies (IN Turnaround Principle 5)

Options

- On-going professional development targeting best practices for early learners, determined by classroom walk-thru data, teacher observation data and student achievement data
- Teachers intentionally communicate learning objectives to students which are aligned to IN Early Learning Foundations – via posted lesson plans, posted objectives, etc.
- Implement professional development with an emphasis on instructional strategies to support early learners
- Revise the school schedule for professional learning communities

Comprehensive instructional reform strategies

-Promote the continuous use of student data (such as formative, interim, and summative assessments) to inform and differentiate instruction in order to meet the academic needs of individual students (IN Turnaround Principle 2 and 6)

IN Conditions

- Report card accountability disaggregation presented and provided to IDOE at first monitoring visit
- Regular utilization and analysis by all staff of data dashboard and/or early warning system at the local level for continuous improvement
 - Locally developed or IDOE provided
 - Academic and Behavior Data
 - Subgroups and subpopulations
 - Parental Involvement Focus

- Implement 8-Step Process
- Conduct Formative Assessment Development and Training
- Provide staff with collaborative opportunities to analyze data and respond to learning needs of students (e.g., Professional Learning Communities)
- Create a system-wide approach to tracking school data and individual





	Chosen interventions should be in	ncluded in Part 6 of the Application.	
professional learning communities Provide staff with appropriate professional development to enable them to reflect, revise, and evaluate their classroom practices to improve learning outcomes in both a collaborative and individual setting Provide additional supports and professional development to teachers and principals in order to implement effective strategies to support students with disabilities in the least restrictive environment and to ensure that English Learners acquire language skills to master academic content	academic, behavioral, and social needs Implement a schoolwide "responseto-intervention" model SECONDARY- Establishing earlywarning systems to identify students who may be at risk of failing to achieve high standards or graduate		 student data Analyze formative and summative assessments to respond to student academic, behavioral, and social needs Implement a culturally-competent support system to improve safety, reduce suspensions, increase attendance, and support all students Utilize a behavior interventionist Eliminate bullying or promote tolerance Implement a schoolwide "responseto-intervention" model SECONDARY- Establishing earlywarning systems to identify students who may be at risk of failing to achieve high standards or graduate
Increasing learning time and creating community-oriented schools - Establish schedules and strategies that provide increased learning time meaning using a longer school day, week, or year schedule to significantly increase the total number of school hours to include additional time for (a) Instruction in one or more core academic subjects, including English, reading or language arts, mathematics, science, foreign languages, civics and government, economics, arts, history, and	Establish schedules and implement strategies that provide increased learning time – meaning using a longer school day, week, or year schedule to significantly increase the total number of school hours to include additional time for (d) Instruction in one or more core academic subjects, including English, reading or language arts, mathematics, science, foreign languages, civics and government, economics, arts, history, and geography; (e) Instruction in other subjects and enrichment activities that	Creating community-oriented schools -Providing ongoing mechanisms for family and community engagement (IN Turnaround Principle 8) IN Condition • Develop a kindergarten transition protocol and regularly share with parents and families • Teachers intentionally and regularly communicate learning objectives to families which are aligned to IN Early Learning Foundations – via newsletters, parent events, etc. Options • Implement culturally competent	Comprehensive instructional reform strategies - Provide staff ongoing, high-quality jobembedded professional development that is aligned with the school's comprehensive instructional program and designed with school staff to ensure that they are equipped to facilitate effective teaching and learning and have the capacity to successfully implement school reform strategies (IN Turnaround Principle 5) Required Address teaching and learning in at least one full academic content area





Schools applying for 1003(g) to begin in the 2015-16 school year MUST choose from the interventions below for their chosen model.

Chosen interventions should be included in Part 6 of the Application.

geography;

- (b) Instruction in other subjects and enrichment activities that contribute to a well-rounded education, including for example, physical education, service learning, and experiential and work-based learning opportunities that are provided by partnering, as appropriate
- (c) Teachers to collaborate, plan, and engage in professional development within and across grades and subjects (IN Turnaround Principle 7)

Required

- Provide increased learning time for students {as defined above in (a) and (b)]
- Ensure the schedule is designed to meet the professional development needs of staff [as defined above in (c)]

IN Conditions

- Utilization and analysis of extended learning data
- Formalized plan must be submitted before implementation year, including:
 - Activities
 - Staffing
 - Transportation
 - Academic subjects covered

- contribute to a well-rounded education, including for example, physical education, service learning, and experiential and work-based learning opportunities that are provided by partnering, as appropriate
- (f) Teachers to collaborate, plan, and engage in professional development within and across grades and subjects

(IN Turnaround Principle 7)

Required

- Provide increased learning time for students (as defined above in (a) and (b)]
- Ensure the schedule is designed to meet the professional development needs of staff [as defined above in (c)]

IN Conditions

- Utilization and analysis of extended learning data
- Formalized plan must be submitted before implementation year, including:
 - Activities
 - Staffing
 - Transportation
 - Academic subjects covered
 - Details of any partnerships, vendors, or external partners

Options

• Implement a comprehensive ramp-up

- family and community engagement programs focused on instruction and academic performance
- Engage community partners to provide wrap-around services for students and families
- Create a process to involve family members in school decision –making
- Communicate intentionally with families on a regular basis to share data, student progress, and areas needing support
- Utilize a method of gathering stakeholder feedback that informs goals and on-going progress monitoring

(including professional learning for educators)

- Follow chosen reform strategy interventions aligned to professional development
- On-going professional development targeting best practices determined by classroom walk-thru data, teacher observation data and student achievement data
- Teachers intentionally communicate learning objectives to students which are aligned to IAS
- Restructure school leadership team to dramatically increase time available for instructional leadership
- Revise the school schedule for professional learning communities
- Provide staff with appropriate professional development to enable them to reflect, revise, and evaluate their classroom practices to improve learning outcomes in both a collaborative and individual setting





	 Details of any partnerships, 		program for students at-risk of failure	
	vendors, or external partners		or subgroups with the largest	
Op	tions		achievement gaps	
•	Implement a comprehensive	•	Dramatically increase common	
	ramp-up program for students at-		planning time and implement a	
	risk of failure or subgroups with		system for its effective utilization,	
	the largest achievement gaps		both horizontally and vertically	
•	Dramatically increase common	•	Increase advanced coursework	
	planning time and implement a		opportunities for students	
	system for its effective utilization,	•	Increase student access to career,	
	both horizontally and vertically		technical, or credentialing programs	
•	Increase advanced coursework	•	Provide opportunities for career	
	opportunities for students		internships	
•	Increase student access to career,	•	Offer double-doses in core content	
	technical, or credentialing		areas to struggling students	
	programs	•	Provide before/after/summer/	
•	Provide opportunities for career		weekend school enrichment and/or	
	internships		intervention programs	
•	Offer double-doses in core	•	Restructure the academic schedule to	
	content areas to struggling		increase core content or remediation	
	students		time	
•	Provide before/after/summer/	•	Revise the schedule to create tutoring	
	weekend school enrichment		or extended learning time	
	and/or intervention programs		Extending or restructuring the school	
•	Restructure the academic		day so as to add time for such	
	schedule to increase core content		strategies as advisory periods that	
	or remediation time		build relationships between students,	
•	Revise the schedule to create		faculty, and other school staff	
	tutoring or extended learning			
	time			
•	Extending or restructuring the			
	school day so as to add time for			
	such strategies as advisory			
	periods that build relationships			





between students, faculty, and			
other school staff			
other school starr			
Increasing learning time and creating	Provide appropriate social-emotional and	Providing operational flexibility and	Increasing learning time and creating
community-oriented schools	community-oriented services and supports	sustained support	community-oriented schools
- Providing ongoing mechanisms for	for students (IN Turnaround Principle 2	a. Give the school operational flexibility	- Providing ongoing mechanisms for
family and community engagement	and 8)	(such as staffing, calendars/time, and	family and community engagement (IN
(IN Turnaround Principle 8)	Options	budgeting) to implement fully a	Turnaround Principle 8)
Options	Implement culturally competent	comprehensive approach to substantially	Options
Implement culturally competent	family and community engagement	improve student achievement outcomes	Implement culturally competent
family and community	programs focused on instruction and	and increase high graduation rates; and	family and community engagement
engagement programs focused	academic performance	b. Ensure that the school receives	programs focused on instruction and
on instruction and academic	Hire a parent/community	ongoing, intensive technical assistance	academic performance
performance	engagement specialist who can focus	and related support from the LEA, the	Hire a parent/community
 Hire a parent/community 	on individual students and families,	SEA, or a designated external lead	engagement specialist who can
engagement specialist who can	and who can plan monthly reach-out	partner organization (such as a school	focus on individual students and
focus on individual students and	to families	turnaround organization or an EMO)	families, and who can plan monthly
families, and who can plan	Review and change student	IN Conditions	reach-out to families
monthly reach-out to families	enrollment and placement processes	LEA must provide the principal:	 Engage community partners to
 Review and change student 	to increase family engagement and	 control over people, time, 	provide wrap-around services for
enrollment and placement	improve student outcomes	program, and dollars	students and families
processes to increase family	Engage community partners to	 an opportunity to present 	Create a process to involve family
engagement and improve student	provide wrap-around services for	updates and progress to the	members in school decision –making
outcomes	students and families	local school board at least twice	Communicate intentionally with
Engage community partners to	Create a process to involve family	a year in a pre and post manner	families on a regular basis to share
provide wrap-around services for	members in school decision –making	LEA must have in place the following	data, student progress, and areas
students and families	Communicate intentionally with	pieces to demonstrate how they will	needing support
Create a process to involve family	families on a regular basis to share	provide effective oversight and	Utilize a method of gathering stake-
members in school decision –	data, student progress, and areas	support for implementation of	holder feedback that informs goals
making	needing support	interventions in their school(s):	and on-going progress monitoring





 Communicate intentionally with families on a regular basis to share data, student progress, and areas needing support Utilize a method of gathering stake-holder feedback that informs goals and on-going progress monitoring 	 Utilize a method of gathering stakeholder feedback that informs goals and on-going progress monitoring Implement a culturally-competent support system to improve safety, reduce suspensions, increase attendance, and support all students Utilize a behavior interventionist Implement a school-wide program to eliminate bullying or promote tolerance 	 Defined district role in the school SIG planning process Designated central office staff member to be part of the SIG process Written support and commitment from local teacher's association regarding flexibility for SIG implementation Monthly monitoring of SIG programming and implementation Evaluation System for programming and implementation of SIG Data review plan Special Populations review plan Fiscal monitoring plan Timeline and responsible 	 Implement a culturally-competent support system to improve safety, reduce suspensions, increase attendance, and support all students Utilize a behavior interventionist Implement a school-wide program to eliminate bullying or promote tolerance
		parties for all above plans	
Providing operational flexibility and sustained support a. Give the school operational flexibility (such as staffing, calendars/time, and budgeting) to implement fully a comprehensive approach to substantially improve student achievement outcomes and increase high graduation rates; and b. Ensure that the school receives	Governance Structure and Support – a. Adopt a new governance structure, which may include, but is not limited to requiring the school to report to a new "turnaround office" in the LEA or SEA, hire a "turnaround leader" who reports directly to the Superintendent or Chief Academic Officer, or enter into a multi- year contract with the LEA or SEA to obtain added flexibility in exchange for		Governance Structure and Support – a. Adopt a new governance structure, which may include, but is not limited to requiring the school to report to a new "turnaround office" in the LEA or SEA, hire a "turnaround leader" who reports directly to the Superintendent or Chief Academic Officer, or enter into a multi- year contract with the LEA or SEA to obtain added flexibility in exchange for





Schools applying for 1003(g) to begin in the 2015-16 school year MUST choose from the interventions below for their chosen model.

Chosen interventions should be included in Part 6 of the Application.

ongoing, intensive technical assistance and related support from the LEA, the SEA, or a designated external lead partner organization (such as a school turnaround organization or an EMO)

IN Conditions

- LEA must provide the principal:
 - control over people, time, program, and dollars
 - an opportunity to present updates and progress to the local school board at least twice a year in a pre and post manner
- LEA must have in place the following pieces to demonstrate how they will provide effective oversight and support for implementation of interventions in their school(s):
 - Defined district role in the school SIG planning process
 - Designated central office staff member to be part of the SIG process
 - Written support and commitment from local teacher's association regarding flexibility for SIG implementation
 - Monthly monitoring of SIG

greater accountability.

b. Ensure that the school receives ongoing, intensive technical assistance and related support from the LEA, the SEA, or a designated external lead partner organization (such as a school turnaround organization or an EMO)

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programming and
implementation

- Evaluation System for programming and implementation of SIG
- Data review plan
- Special Populations review plan
- Fiscal monitoring plan
- Timeline and responsible parties for all above plans

Options

- Complete a school audit of the use of school funds to guide staffing decisions and implement findings
- Reallocate resources to increase support for direct instruction of students at-risk of failure
- Provide building administrators the authority and autonomy to hire, manage teacher placement, budget, and school schedule
- Implement a culturally competent tiered system of support focused on student psycho-social health
- Contract with a vendor or partner with a track record of success to support the school (i.e. – lead partner, external

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- Reallocate resources to increase support for direct instruction of students at-risk of failure
- Provide building administrators the authority and autonomy to hire, manage teacher placement, budget, and school schedule
- Implement a culturally competent tiered system of support focused on student psycho-social health
- Contract with a vendor or partner with a track record of success to support the school (i.e. – lead partner, external provider, university)
- Allow the school to run under a new governance arrangement, such as a transformation division

- Evaluation System for programming and implementation of SIG
- Data review plan
- Special Populations review plan
- Fiscal monitoring plan
- Timeline and responsible parties for all above plans

- Complete a school audit of the use of school funds to guide staffing decisions and implement findings
- Provide building administrators the authority and autonomy to hire, manage teacher placement, budget, and school schedule
- Allow the school to run under a new governance arrangement, such as a transformation division within the LEA





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Chosen interventions should be included in Part 6 of the Application.

provider, university)	within the LEA	
Allow the school to run	 Implementing a per-pupil, 	
under a new governance	school-based budget formula	
arrangement, such as a	that is weighted based on	
transformation division	student needs	
within the LEA		
 Implementing a per-pupil, 		
school-based budget formula		
that is weighted based on		
student needs		

Other Model Options and Descriptions

Restart Model Closure Model

An LEA converts a school or closes and reopens a school under a charter school operator, a charter management organization (CMO), or an education management organization (EMO) that has been selected through a rigorous review process. The rigorous review process must include a determination by the LEA that the selected charter school operator, CMO, or EMO is likely to produce strong results for the school. In making the determination, the LEA must consider the extent to which the schools currently being operated or managed by the selected charter school operator, CMO, or EMO have provided strong results over the past three years (or over the life of a school if less than three years) including:

- Significant improvement in academic achievement for all groups of students
- Success in closing achievement gaps for all groups of students
- High school graduation rates, where applicable
- No significant compliance issues, including the areas of civil rights, financial management, and student safety

School closure occurs when an LEA closes a school and enrolls the students who attended that school in other schools in the LEA that are *higher achieving*. These other schools should be within reasonable proximity to the closed school and may include, but are not limited to, charter schools or new schools for which achievement data are not yet available.

School closure would be funded for the planning year in SY 2015-2016.

Funding Possibilities could include, but is not limited to:

- Parent and community outreach
- Expansion of programming at schools within LEA that will be taking on students
- Closure of building





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Restart would be funded for up to five years. SY 2015-2016 must be the planning year.

Required:

- LEA submission of charter, CMO, or EMO request and selection process
- A restart model MUST enroll, within the grades it serves, any former student who wishes to attend the school

IN Conditions:

- Charter, CMO, or EMO must provide the principal:
 - control over people, time, program, and dollars
 - an opportunity to present updates and progress to the local school board at least twice a year in a pre and post manner
 - a mentor from a high-performing school, or external or university partner
- Charter, CMO, or EMO must have in place the following pieces to demonstrate how they will provide effective oversight and support for implementation of interventions in their school(s):
 - Defined role in the school SIG planning process
 - Designated staff member to be part of the SIG process, outside of onsite school staff
 - Monthly Monitoring of SIG Programming and Implementation
 - Evaluation System for Programming and Implementation of SIG
 - Data Review Plan
 - Special Populations Review Plan
 - Fiscal Monitoring Plan
 - Timeline and Responsible Parties for all above plans
- Principal effectiveness will be reviewed prior to full implementation in year 2 and every year of the SIG grant
- Beginning in year 3, evidence of the ability to lead the turnaround effort and the
 past track record of student success must be submitted to IDOE prior to the
 school year and receive a favorable response in order receive SIG funding
- Use a teacher evaluation system which takes student growth into account as a significant factor